

## A Glorious Day in Tombaville, All Humility Aside <br> By Dave Anderson


 and tuns from the Itatiam boride, ooly a firww
miles away. And in Tuesday's sumny chill, as
 these Alps canturies ago. Abrorot Trombe
swopod down to claim this chalet village for


 brash-off. Moments after the then Fast Girs.
man Igure stanter won the 1988 god medal at man figure stater won the 1988 8 odd medal at


"Best regands Cino. Alberto Tomban "
He had mispelled her nampe wing an "e"


 win a gold medal in the same crean in two
Ohympics And if he wins the slalom Sauruday
 plece a donble-dou
same two evens. See TOMBA, Puse 23

Subs Collide, Moscow Plans Protest to U.S.

## By John Lancaster

 irmed on Tussdey that a U.S. ssubmanine on
 sobmasine operated by the Cod
of Independent States last week Moscow anthouriics stid ithe colhision oo-
currot inide Russim traniorial water and
blamed the Uniued States for the accident


 Officials ssid the sabmarine was at peri-
scope depth when it was struck by a Russian
 Sola Penishula home of
Union's Noththen Fleet.
The Baton Ronge was
The Baton Rouge was not domgeed and is
eppected to retur o is home por of Norexpected to return to its home port of Nor-
fokect VIIginu nex meek, officils ssid
Moscowis said it moold protest to WashingMoscowis said it would proutest to Washing-
ton, news agencies reported. The fact that a foricion submarine was
opeaxting scecredy in our waters can'thetp but

 gaged in cat-and-mouse gmes in the bu
Anctic wniters mere the accident occurrel
and collisions are not umheard of. amd collisions are not unheard of.
But the episode last weak was

 lighted the con nimuing presescesof US. artack
submarines near Rugsizn shores despite the
end of the Cold War. U.S. Navy officinars on Tuesdry sought to preempt caticizis of the sibmarime patrol build and deploy ssobmaxines the navy has a
obligation t keep track of them A nayy official who asked not to be idenss fiot said



Commander Expects Split In Ex-Soviet Armed Forces

He Urges Politicians To Let Military Breakup Occur in 'Civilized' Way

By Fred Hialt Moscon - Thic comanaid or othu wus



 monuealth of Independent States, seid his
ammed forces would Dont hold togehere becanse
the Conmonealth itself had no real political ceater.
Brit se said the formert Soviel reppbics
should enginaur a should engineera a "civiized" breakup duning a the dificult questions of apportioning ouqiip
ment rwortong upply line and unnshiting
an officer conps that has prided itself on its ${ }^{4} \mathrm{I}$ think in the end our
pational armies," he me marshal spid spit a news conicrencee $\begin{aligned} & \text { Marshal Shaposhnikov's predicion was } \\ & \text { notersorthy since he has been a leading force }\end{aligned}$
 military framework. The veteran dia force gen-
crat semed in part io be addressing fis own
officers, many int whom bintery oppose a officermed many part whoo be binersing oppose a
breaknp and believe the Soviet Union should be reconks andited acceverdine sovie poinion poils.
The military cormander The milurary commander also accrowowledged
that the repubtes have yel ter many
cough questions inchudine how recomply
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What is



 Azerbajan, Moldova and Merraine._Le.larg-


 years During the transition, he said, "the links
between our arme fores and the supreme
Command will radually weaken. Comanand will gradually weaken "
Mr. Shushterich aded hat Belaru's posi-: ion had beta "warmhly" accopted by oubrr hat it anpealed to some of the
 moving too fast in breaking away from the
Soviet military
"By to much hasta," he said, "we often do hamm to poople's lives.
He insisted that a strategic air force unit whose enecral deccirred allegiance to Ulraine-
nonethees remained part of the Common-
weath


 Ulisans for courr-martial he said he would
dissunss with Ulrainian officers the fate of the
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 more poowerful hana political leaders
milititry." beatity has there can be no common




 hien Bomber Regiment"
The pindots sasko for a new combat fing The pilots acked for a new combat flag in
tre end yellow, the colors of independent

 Conal opoop surength, Marshal Shaposhmiko
ceplied, "That is a good question, a timely
 how to 10
hes said.

## Idyllic Arcadia, Idle Without Its Youth, Symbol for Rural Europe

## By Marlise Simons

 AGIOS NKNOLAOS Grexe-Even on a winter day, Arcacid sing resembles the lignd of pastoral biss - shhepherers miling behin their flock terraced hisisides prodncing food, tress listen to the youmg people here, bisis emit. They set Arcadia as a place of borimg mountinin villages, far from pincomas, mell. paying jobs and neavifacs. And hhy dream ofAs many follow the new urband dreams, be



##  buried 18 people I baptized only five new

 Alarge and plaintive man who had pulteddown vest arpond his black Orhodou Cmis-
 of his ownin Rum Ioannis Pon $n$ ivis, who was at
the same caft table, said his for broters and a son nad movert to Canada
At times, he said, be only jobs were collectAn chestrunt or going oing down
 we to keep alivere? 74 years here. "How are


$\qquad$
 he countr's 10 Inilion people Ye accounting ,000 villages of around 100 residents each
The flow to Achens and Saloniks has slowed bocause Bife there has become has
eepensive " said George Diafetas, a sociolo-
"It's the little places that are dying quick ly. he said "They are too small, too 2 ar or too Up on the moonds or other official support ${ }^{\prime}$





Ivory Coast
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Leaders of
Opposition After Riot

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Detentions Reach 5,000 as Algiers Reshapes Cabinet

 A menbers of the roling State
Committec said the militarybacked government had detwined
5.000 peopleín less hanan two weeks. It was the first comprchensive
count of the arrests since the gov-
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Palestinians Give Mixed Signals on Talks' Future


Labor Party Rematch: Peres vs. Rabin


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 Spawn New Feuds?
## Congress Leaders Question

 Basis of U.S. Military BudgetBy Patrick E Tyler WASHNGTON - Herrice speling
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might draw U.S. forces into con biat, the Bush adminisration is
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Cheney and General Colin Pow


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PresidentHints At Budget Swap
The Asocaned Press
WASHNGTON
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But the White House fiked the
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## Hunger in the Horn

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 the full attention of the United States snd in the worst econonmic ctimes, Amecicicans have




## Other Comment

A Healthy Turnaromed









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## Lessons for Ex-Soviets From Ex-Satellites

By Stephen B. Heintz and Krzysztof J. Ners
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nomil culture winl take years.

## Whatever They Say, Bush Has Serious Problems



The Right Stuff in Berlin and the Desert

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## Real Life Is About Making Things


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In the Gulf: What Might Have Been

| B Nussel quencess - but they monst be seen Precident George Bush wants to be Hussin But bete rid of Saddam Hasscin. Bat before taling any sort of action, he bhould be absolytely cear abous his altimate aim. Past falure to do so brought us to the present dilemma. aims is the first basic princinte of ones fare. The Goiff War forcon Kraq to relinquush Knwnit But UN Secunity Comeril Resolution 678, which antionimed the alitiod action, callod on ment peace and secunty in the area." This. sager aim was not achieved. It was sot the fanlt of the command. The operation was canied the poititical leaderstio ordered a eschowed for fear of high alised casp-siderations - problems of contimeed Arab support and of the effects on a A baitle is won not by capt this or that hill, or seiving this or that city, but by breaking the eneryys swill to fight- and that had been accomplished in the Gulf $\mathbf{T a r}$ ar. The bult of the Iraqi forces had been bottiod op between the sourthem north of Basra. Only two main ioods lead out of his area toward Bagghdad their overwhelming power, and lraqi farces were ready to sumender. Continuing the action then <br> Coninuing the action then might <br> but they would not have of an enemy capital, with its administrative offices, command-and-cointiol centess is usually considered neces- |  |
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1892: Strikes in Italy

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# INTE®NATIONAL FRAN®HISING 


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Move over, McDonald's! Armed with marketing and managerial expertise honed in their fiercely competitive home market, U.S. franchisors of goods and services ranging from auto parts to weight-loss clinics are expanding their entrepreneurial horizons and taking their franchises on the road.


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In the United States, the
fastest-growing franchises fastest-growing franchises
have come a long way
from the traditional franchise businesses: fast
food; business services (photocopy machines,
(themporary personnel): (temporary personnel):
drugstores; clothing drugstores; clothing
storcs; specialty food
shops; and travel services shops; and travel services hotels). Instead, much of fou Among the mort successtic help. computer sales and services and video
sette rental and sales. More reccnt sy, anythin
relating to health and fit ness has struck a respon sive chord with the public.
That includes healith-food
chains such as Health chains such as Healtb
Nuts, General NNutrition
Corp. Anything Yogurt.

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The International Franchise Conference European Opportunities \& Investments Hotel Eurobuilding Hosted By
International Franchise Association In Association With
Madrid Chamber of Commerce \& Industry

The International Franchise Association is pleased to amounce The International Franchise Conference: European Opportumities \& Investments, to be held at the Eurobuilding Hotel in Madrid, Spain, May 27-28, 1992.

This high level Conference will provide the forum for serious European investors to meet with leading franchise companies to inves ligate firsthand master and area franchise license opportunities.

The Conference will also address the principal developments and opportunities concerning franchising in Europe and the implications of the integration of the European Community market.

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For further information please contact:


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## THE LINGUA FRANCA OF RETAIL

Hopes and Fears in East European Market
Franchisors in the European Community are looking forward to a decade of
booming sales. The 1993 single market and the opening up of Fastern Europe booming sales. The 1993 single market and the opening up of Eastern Europe will give an extra impetus to an already prosperous franchising sector.


| in Western economics to "Strange as it may seem," adds Mr. Vervoort, "the problem with working in Eastern Europe isn't that of friding candidates with enough hard currency to pay for a franchise. The principal difficulty tends |
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chising to Eastern Europe. of consumers outside the
The legal problems creat-
store are numbered"
chising to Eastern Europe.
The legal problems creat-
rangement been solved "ane Huargely
for example, business law,
as it is sec out in the $G$ Ger4 adopted entircly", says
Hans Lang president of
the Deunscheer Franchise The Deurscher Franchise
Chisand (German Frang-
chsociation), many of whose members
are alreaty exploring the
possibitities in Eastern Eut poss


nume


Investment levels from under $\$ 10,000$ to over $\$ 10$ million. Exhibitiors seek new franchise owners all over USA and around the world.
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(800) 380

## In Search of the Perfect Partner Abroad

With more than 3,000 franchise companies in the United States alone, opportunities would appear to abound for those who wish to acquire the expansion rights in another country for one of these companies.

| According to a recent sur-vey, however, fewer than vey, however. fewer than600 of U.S. franchise companies indicated the desire cially or operationally to expand internationally. |  |  | industrialized country,says Mr. ${ }^{\text {Crawford }}$ "There's widespread need for our services among |
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| so the opportunities arefewer than they appear. In |  |  |  |
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| sought-after companies pects than there are international franchise iceans, |  |  |  |
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| to be a warded so the pro-cess of purchasing the cess of purchasing therights to certain companies is competitive. |  |  |  |
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| "It's axiomatic that the most important decision a |  |  |  |
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| franchisor can make is the choice of his partner," say |  |  |  |
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| Philip F. Zeidman ofBrownstein, Zeidman ofSchomer, a Washington, |  |  |  |
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| D.es in international frian-inhising This is true at |  |  |  |
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| may well be the difference ure of the relationship." |  |  |  |
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| What do franchisors |  |  |  |
| seek in thein foreign part- ners? In general, Mr. Zeid- |  | product to Dominos |  |
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|  |  | delivery piza ch |  |
| following in their masterlicensess: knowledge of the target market for expansion; familiarity with |  |  |  |
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| local laws and regulations and, for some franchises |  |  |  |
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| and, for some franchises, real-estate opportunities; contacts with potential | Japan, Mexico, Hung |  |  |
|  |  |  | - Higheses sales in theiddustry <br> - 24 year sucueses record <br> - Completet training |
|  | Permara-Glaze, whose fr | work |  |
|  |  |  |  | Master licenses available worldwide $\$ 250 \mathrm{~K}$ minitoum |
|  |  |  | Profit with Natural Beauty Master Franchises |  |
| Most franchisors in the master iceasses in forerigncountries as opposed $i o$ arr- |  |  |  |  |  |
|  | Body Reform Shops <br> From Natural Beauty Products Limited <br>  |  |  |  |
| ranging joint ventures. The master licensee gener- |  |  |  |  |
| ally pays a fee in return for Hen night wo developp thefranclise network in ativen commery. In addition |  |  |  |  |
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| the master licensee must withal to market and sel franchises locally and sup |  |  |  |  |
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13 as part of an Interna-
tional Franchise Associa-
toon trade mission to those
countries
countries recently dis-
cussed their criteria for se-
lecting master licensees.
Robert Phillips, presi-
dent of Steamatic,
Robert Phillips, presi-
dent of Steamatic, a com--
pany that cleans carpets
and
and draperies as well as air
ducts, says ${ }^{\text {co We }}$ Wart wat a
parter with business acu-
partner with business accu-
menn as well as someone
who will be completely de-


# In Berlin, Less Pizzazz but More Film 




## LONDON THEATER

For New Plays, the Action Is on the Fringe

| By M |
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| Inern |

By Michael Billington



## OIL\&MONEY

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Tom Hulce as the loyal Soviet citizen Ivan in "The Inner Circle"


Subir Banerji in Satyajit Ray's "Pather Panchali."
India's Unsung Director

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Innovative thinking from HITACHI

Heraldingmeribune. BUSINESS/FINANCE

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MIEDIA MARKETS
Investing for the Affluent Spawns New Magarines By Geraldine Fabikikant





 and Dow Sones plan to spend
about ss million apiece to

 years old with houschold in-




 parents - arce grabbing us by the shoulders and saying, Rey, youn
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He addod: "There is world of people who hhve been reasor.
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not intimidating in looling at personal finance."


CURRENCY RATES



3 Insurers Opt To Combine European Units

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Sweden's Export Hopes Riding on New Jet Fighter
By William E. Schmidt
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 Sweden is pushing full speed ahead with
plans for the Gripen, made by Saab-Seani
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 In January. Fondiaria said it
would raise its stakein AMB by the end of March to around 20 peticent

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 In Offer for Perrier



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in do not have the impression that
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A poll published in Der Spiegal magaine on Monday showed 57 percent of Germans asted were agingt the introdnction of a inglif paccant exprossed indifieruacc.


## established nearly four mil-

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Page 14

Uncertainty Erodes Dollar's Strength



## WORLD STOCK MARKETS


U.S./ AT THE CLOSE

Disney Stock Rises on Plan for Split



 IBM Unveils 13 New Minicomputers
 he prrvions generation's chips. BM, which deseigec ed
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SOO,200 t 5900,000 and are aimed at manl to medium-sized brsinesses
SEC Seeks to Help Small Companies
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Phillips Petroleum to Cut 1,100 Jobs

 Court Papers Confirm Milken Deal NEW YORK (Renters) - Michacl Mikken has apreed to turn over
s500 million to victims of his sccurities crimes, court papers filed Tiesday
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February 2 2ain 1992









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## Final Go-Ahead for Euronews

Lyon Is Chosen as Base for Europe's Answer to CNN

| By Alan Riding |  |
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## China Wants Foreigners To Help It Build Dam

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## Fletcher's Net Falls, Rebound Seen



 year before, and the cosmpany predicted that the fonl year's resalt would drop to about 300 mintion dollars from fiss millition


Bankruptcy Reprieve for Alan Bond
Recturs
SYDNEY - Alan Bond won Tnessay another two werks to fight a
bankmutey notice that secks to recligim 194 mililion Anstralian dollars
 two years ago, is challenging the vaididity of the notisc, handed to him as
 Corp. 14 Mr. Bond fails to pay,
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Vory briefly:
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umits y year by 1995 .
 a fiveday visit to back American bids for consracts in Taivan's multi-
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EC Assails U.S.-Japan Car Parts Pact







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## England－France ‘Friendly’？

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Baseball Talk Shifts From Dollars to Diamonds


#### Abstract

By Mark Maske  Iy siningog offseason is nearty done The talk will turn this watr from the numbers aftur the dollar sige to the nambers on the radar gun，as major－leage dubs begin to  Pitizoma for spring traiming  cock in neer Wednesday． Opening Day is juss seven weeks zway， allhooighthe maneavering of one of he chor－：  actrieved mint Oct 27 －stin has fans and baseball excutives alike acrambling to ro－ member which troe agane signged wimh th wich team for what mind－umbing conntrech Ir＇s been an off－season in which salaniss Bonilla＇s siveyear，s2e mintion deal bithby the New Yort Mets sent shoci weve throught ront offices． Bnt the status of Cal Ripken，Barry Bonds， Kitity Pocket and contrabent Sierra      The way froe egeracy has gonse the head－ aches never stop，＂he added．It＇s a rcief for After an offseaso marked by mind－numbing contracts，it＇s time to play hall． he emplasis to be beck on what happens on． he field，not on what happens in the board－           pleany Most olscavers seem eager to soec what     appoar to hyve the Nationas Leegue＇s most Boston Red Sox having added pitcher  



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## Conner Ends Round 2 With 2d Defeat of Defiant






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 Vows Lawsuit, Sponsor Quits$\qquad$












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## Magic and Larry Exit Center Court, but Is There an Encore?

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## B00KS

By Tony Kornheisex





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nd Bird played for Indiana State, and it
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the game as well. When it came time to




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#### Abstract







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## DOONESBUTI




## U.S. and Canada Gain Semifinals of Hockey Tournament



Lindros Scores the Winner
In Sudden-Death Shootout



Help to Defeat France, 4-1












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By Filip Bondy Nen Yark Tines Service
MERBLBEI Frane-The eye holds to flonting about vultare--ike, on the ice or
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of his theammates are revorng to mork
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Lindros will say abut the presence here



## Canada's Lindros: True Star or Merely a Nova?



## Japan, in Nordic Combined Victory,

 Takes First Winter Gold Since '72|  |
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## Norway Wins in Relay, Ulvang Gets 3d Gold





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| The Life and Times Of 18-Year-Old Eric <br>  <br>  <br>  <br>  <br>  $\square$ <br>  |
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# SPORTS 1992 WINTER OLYMPICS Tomba and Tombagnoni' Make It a Giant, Super Day for Italy 















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## Compagnoni Drops Merle To 2d in Women's Race Nive Ruce <br> In Classic Confrontation, <br> Girardelli Is Rumer-Up





By Harvey Araton

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## POSTCARD

## Wonder Woman＇s Mom

By Andrew H Malcolm Entir cometiou－




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## Good Time Eddie，the Music Magnate



## Cool as Ice＇Scores

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Lou Reed，49，the former leader on
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Anthony Sampson，The New York Times Book Review
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Robert．Hormate，Goldman Sachs International

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